



# County of Los Angeles **CHIEF ADMINISTRATIVE OFFICE**

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DAVID E. JANSSEN  
Chief Administrative Officer

March 27, 2007

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
500 West Temple Street  
Los Angeles, CA 90012

Dear Supervisors:

Board of Supervisors  
GLORIA MOLINA  
First District

YVONNE B. BURKE  
Second District

ZEV YAROSLAVSKY  
Third District

DON KNABE  
Fourth District

MICHAEL D. ANTONOVICH  
Fifth District

## **CHANGES TO MANAGEMENT APPRAISAL AND PERFORMANCE PLAN (3 VOTES)**

### **IT IS RECOMMENDED THAT YOUR BOARD:**

1. Approve changes to the Management Appraisal and Performance Plan (MAPP) effective April 1, 2007, including the addition and deletion of designated classes from the MAPP and adjustments in salary ranges as set forth in the accompanying ordinance.
2. Approve the accompanying ordinance amending Title 5, Personnel, and Title 6, Salaries, of the County Code necessary to implement Recommendation 1 above.
3. Instruct the Executive Officer to schedule and announce a public hearing, as required by the County Charter, on technical amendments to the Civil Service Rules necessary to fully implement Recommendation 1; and instruct the Chief Administrative Officer to place the ordinance necessary to effectuate such amendments on the agenda for introduction and adoption. A draft of the proposed Civil Service Rule changes is attached.
4. Instruct the Auditor-Controller to make payroll system changes necessary to implement the recommendations contained herein.

## **PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION**

On January 30, 2007, your Board approved changes to the MAPP that will improve the overall performance management value of the Plan. These recommendations will fully implement those changes effective April 1, 2007. In addition, the recommendations in this letter will implement the results of a County-wide classification and compensation study of Human Resources Manager and Administrative Deputy positions. These positions will be included in the MAPP and it would be appropriate to implement the study results at this time.

### **Changes to MAP Plan**

The aforementioned January 30, 2007, Board letter on this matter generally described the various changes to the MAPP that will take effect on April 1, 2007. A key change involves the division of the program into two components referred to as "Tier I" and "Tier II." Tier I applies essentially to Department Heads, Chief Deputies, and other unclassified positions reporting to Department Heads or Chief Deputies. Tier II applies to all other lower level MAPP positions. Both Tiers provide for a much improved performance evaluation process, and much greater certainty that pay and performance will be linked together as they should be for this group of key management staff. The accompanying ordinance establishes MAPP pay ranges for each affected class and provides other ordinance authority necessary for the operation of the amended MAP Plan.

In the January 30, 2007 Board letter, we indicated we would consult with County Departments regarding the impact of these changes and any related Department specific pay issues. We stated we would make further recommendations regarding the MAPP, where appropriate, including, if necessary, recommendations relating to changes in MAPP salary ranges. It is our purpose, in this regard, to identify specific salary compression issues, or other pay problems, that may exist separate and apart from the general dysfunction of the MAPP described in our January 30, 2007 letter. Toward this end, we looked at the management organizational structure and internal pay relationships in each Department, and we have identified, in a number of instances, problems that require further Board action to correct.

The review completed thus far has covered 31 Departments employing approximately 70% of the current County-wide MAPP population. For this group, we have identified a number of internal pay alignment problems and are recommending upward salary range adjustments for 242 MAPP employees in 99 classes as detailed in the accompanying ordinance. In most instances, these changes are necessary to provide an appropriate

supervisor/subordinate pay differential between each affected MAPP class and the classes above and below it in each organization. We found a number of instances where MAPP employees are paid nearly the same (and in one case less) than the individuals they supervise because the current pay ranges are stacked on top of each other with insufficient differential in-between. These recommendations "decompress" these situations. We are recommending no change for approximately 333 employees in 124 classes where we found no problems.

There is no universal standard regarding supervisor/subordinate pay range differentials. It is a matter of determining what is reasonable. However, the MAPP pay "grid" provides for salary ranges that are vertically 7.5% apart (bottom to top) and we believe that two of these ranges, or 15%, should be the general guideline for determining the proper pay range differential between supervisor and subordinate. This should be the difference in pay range, not actual pay. Differences in actual pay may be smaller depending on where the employees fall within their respective ranges. The pay range designations contained in the accompanying ordinance reflect adjustments based on this guideline.

Our review also addressed whether the right classes are currently included in the MAPP. We are recommending that approximately 311 employees in 49 classes be moved from the MAPP to the "step pay plan" applicable to most other County employees. This is approximately 25% of the current MAPP population. A listing of these classes with the recommended salary schedule is shown in Attachment A. We are also recommending that approximately 42 employees in 3 classes be added to MAPP as shown in Attachment B.

#### **Little to No Impact on Actual Pay Rates on April 1**

The recommended changes in MAPP pay ranges for the aforementioned 242 employees will initially result in little to no change in the actual pay rates – even though serious compression problems exist in some cases. In this letter, we are recommending changes in salary range designations, not actual pay rates. We are effectively moving the ranges around the existing pay rates much like moving the lens of a camera around a stationary subject. There will, of course, be long-term consequence to adjusting these pay ranges as employees move through the ranges over time, but there will be little to no short-term impact.

Although there will be little to no change in actual pay rates on April 1, 2007, the existing County Code, and the amendments in the accompanying ordinance, provide the Chief Administrative Officer with the authority to make adjustments in actual pay rates on an

ad hoc individual employee basis. The ordinance also includes a new provision that specifically recognizes the need to do this where an employee is paid less than a subordinate staff member. Over the next several weeks, and continuing into the future, we intend to use this authority to remedy superior/subordinate pay inequities as we find them. No further Board action will be required in support of this endeavor.

Notwithstanding the foregoing, the employees impacted by Tier II will see a slight change in actual pay rates on April 1, 2007 due to the technical aspects of converting them to the Tier II pay structure. As explained in the January 30, 2007 Board letter, these employees are transitioning from pay ranges that currently have no "salary steps" to Tier II ranges that have 18 steps. They will be placed on the nearest step in the applicable MAPP range that provides no loss in actual pay. That change will cause a one-time adjustment in actual pay which will vary by individual from nearly zero to slightly less than 3%. We are estimating the average change in actual pay at 1.2%. Tier I employees will see no change in actual pay on April 1, 2007.

#### **Remaining County Departments**

We are not making recommendations at this time for MAPP positions in the Chief Administrative Office, Department of Human Resources, Office of Public Safety; Probation Department, Department of Public Works, the Public Health Department, and the Department of Health Services. Except for the Department of Health Services, the organizational structures in these departments have recently undergone, or are currently undergoing, review which may impact our recommendations. In the case of the Department of Health Services, we need additional time due to the sheer size and complexity of this Department.

We plan to submit further MAPP recommendations for these departments no later than May 29, 2007. In the meantime, the employees in question will remain in their current MAPP salary ranges and will be generally unaffected by the changes recommended in this letter. Any recommendations ultimately approved for these employees will provide for no negative impact as a consequence of the timing of the implementing actions.

#### **Human Resources Managers and Administrative Deputies**

As noted above, these recommendations include the implementation of study findings to align human resources manager positions and administrative deputy positions across the County to ensure appropriate classifications and equitable salaries. These recommendations will result in the County's enhanced ability to attract, motivate, and retain qualified employees to fill these critical management positions. Attachment C

lists six new classes that are being created as result of this study. Attachment D lists, by Department, position reclassifications resulting from the study.

### **Implementation of Strategic Plan Goals**

The actions recommended in this letter promote workforce excellence, organizational effectiveness, and fiscal responsibility by providing your Board and management staff with the tools and incentives to enhance the quality and productivity of the County workforce.

### **FISCAL IMPACT/FINANCING**

As noted above, Tier II employees will be placed on a discrete step in a Tier II MAPP pay range on April 1, 2007. Employees being removed from MAPP to the step pay plan will likewise see a slight change in salary when they are placed on specific salary step. The cost of these one-time adjustments is estimated at \$1.4 million on an annualized basis (all funds). Sufficient funds are available to cover these costs.

### **FACTS AND PROVISIONS/LEGAL REQUIREMENTS**

The changes to MAPP approved on January 30, 2007 included, among other things, the creation of a fifth performance rating category equivalent to "Very Good." As the label implies, this rating may be applied to employees who deserve a rating of more than "Competent" but less than "Outstanding."

This change will require technical changes in existing Civil Service Rules relating to (i) Rule 17.04 - Restoration after subsequent appointment, (ii) Rule 19.03 – Order of layoff, (iii) Rule 20.02 Ratings, (iv) Rule 20.11 – Management appraisal and performance plan participants. These proposed changes amend these Rules by inserting the necessary references to the new rating categories and the associated definitions. These changes are purely technical in nature and will only apply to MAPP participants who are all non-represented employees. Therefore, no consultation or negotiation with employee representatives is required.

Where Civil Service Rule changes are concerned, the County Charter requires a public hearing with at least seven working days notice. These changes will also require an ordinance. Attachment E contains a draft copy of the requisite ordinance. We are, therefore, recommending that a hearing be scheduled and the necessary ordinance be placed on the agenda for introduction and adoption.

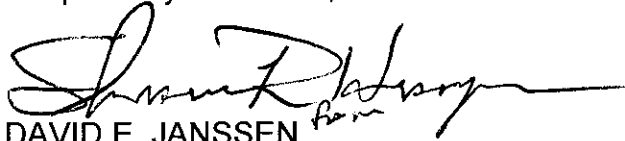
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The accompanying ordinance implementing amendments to Title 5, Personnel, and Title 6, Salaries, of the County Code has been approved as to form by County Counsel.

**IMPACT ON CURRENT SERVICES (OR PROJECTS)**

None.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "David E. Janssen", with a long horizontal flourish extending to the right.

DAVID E. JANSSEN  
Chief Administrative Officer

DEJ:SRH  
WGL:SJM:df

Attachments (5)

c: All Department Heads

## ATTACHMENT A

### CLASSES MOVING FROM MAPP TO STEP PAY PLAN

Item	Class	New Salary Schedule
1004	ADMINISTRATIVE SERVICES MANAGER III	103L
3004	ANIMAL CONTROL MANAGER	90G
4820	ASSISTANT MANAGER, FOOD SERVICES, SHERIFF	95L
1125	ASST DIV MGR, PROG, REG-REC/CO CLK	98G
6887	ASST MANGR, LAUNDRY SVC, SHERIFF	95L
2637	ASST MGR, SYSTEMS MAINT & OPER, SHERIFF	103L
9085	ASST REGIONAL ADMINISTRATOR, CFS	103L
0379	BEACH MAINTENANCE DISTRICT MANAGER	90G
1102	CHF, ASSESS APPEALS BDS, BD OF SUPVRS	101C
8195	CHIEF COMMUNITY SERVICES ANALYST	103L
2063	CHIEF PROPERTY MANAGER, B & H	103L
1115	CHIEF, AUXILIARY SERVICES, BD OF SUPV	98G
1106	CHIEF, COMMIS. SVCS, BOARD OF SUPVR	103L
4349	CHIEF, ENVIRON. TOXICOL., AGRI COMM	101C
1104	CHIEF, BOARD SERVICES, BD OF SUPV	101C
9088	CHILDREN'S SERVICES ADMINISTRATOR III	103L
1667	CONSUMER AFFAIRS SPECIALIST	93C
1606	COORD, COMMUNITY ANTI-GANG/ANTI-STREET CRIME PROG.	101C
0930	CORRECTIONS SPECIALIST, SHERIFF	103L
2614	DATA PROCESSING MANAGER	109C
1063	DIRECTOR, JAIL PROGRAMS, SHERIFF	106G
1857	EDUCATIONAL DEVELOPMENT ADMIN, SHERIFF	103L
1120	EXECUTIVE ASSISTANT	101C
0947	EXECUTIVE ASSISTANT, ANIMAL CARE & CONTROL	95L
0301	EXECUTIVE OFFICER, ARBORETUM	103L
0753	FISCAL OFFICER II	103L
1089	HD, MGMT SVCS, PUBLIC DEFENDER	101C
1103	HD, COMMISSION SERVS, BD OF SUPVRS	98G
8645	HEAD ADMINISTRATIVE INVESTIGATIONS	98G
1595	HEAD, MARKETING SERVICES, LIBRARY	101C
8023	HUMAN SERVICES ADMINISTRATOR III	103L
8888	LEASE SPECIALIST, BEACHES & HARBORS	103L
2306	MANAGER EVIDENCE & PROPERTY OPERATIONS, SHERIFF	98G
4821	MANAGER, FOOD SERVICES, SHERIFF	101C
1776	MARKETING SPECIALIST, B & H	101C

## CLASSES MOVING FROM MAPP TO STEP PAY PLAN

Item	Class	New Salary Schedule
6888	MNGR, LAUNDRY SVCS, SHERIFF	101C
4117	PLANNING SPECIALIST, B&H	101C
8847	REGIONAL GROUNDS MAINTENANCE SUPVR	90G
8837	REGIONAL PARK SUPERINTENDENT II	90G
8838	REGIONAL PARK SUPERINTENDENT III	95L
8853	REGIONAL RECREATION DIRECTOR	93C
8766	SPECIAL ASST,PARKS&REC	101C
1682	SR DPY,AFFIRM ACTION COMPLIAN. OFCR	101C
1112	SR INFORMATION RESOURCE SPECIALIST, BRD OF SUPVRS	101C
8816	SUPERINTENDENT, BONELLI REGIONAL PARK	98G
8834	SUPERINTENDENT, HOLLYWOOD BOWL	93C
8817	SUPERINTENDENT, SANTA FE DAM REGIONAL PARK	93C
0295	SUPERINTENDENT,ARBORETUM	98G
8139	SUPERVISOR,PATRIOTIC HALL	82G



**ATTACHMENT B****CLASSES MOVING FROM STEP PAY PLAN TO MAP PLAN**

<b>Item No.</b>	<b>Title</b>	<b>Salary Schedule &amp; Level</b>	
1080	Administrative Manager XI, ISD	N23	S11
1081	Administrative Manager XII, ISD	N23	S12
1082	Administrative Manager XIII, ISD	N23	S13

**ATTACHMENT C****CLASSES RECOMMENDED FOR ADDITION (NEW CLASSES)**

Benefit designations are being shown for information only and are not part of the County Code. Savings Plan designees are also recommended to be designated as eligible for the Flexible Benefit Plan.

<b>Savings/ Health Plan</b>	<b>Item No.</b>	<b>Title</b>	<b>Salary Schedule &amp; Level</b>
Savings	1042	Administrative Deputy I	N23 S11
Savings	1044	Administrative Deputy II	N23 S13
Savings	1058	Administrative Deputy III	N23 S15
Savings	1883	Departmental Human Resources Manager I	N23 S09
Savings	1884	Departmental Human Resources Manager II	N23 S11
Savings	1885	Departmental Human Resources Manager III	N23 S13

**ATTACHMENT D**

**RECOMMENDATIONS FOR POSITION RECLASSIFICATION**

<b>Department</b>	<b>No of Pos</b>	<b>Present Classification and Salary</b>	<b>Classification Findings and Salary</b>
Affirmative Action Compliance	1	Senior Deputy, AACO R09 Not Represented	Administrative Deputy I S11 Not Represented
Agricultural Commissioner/Weights & Measures	1	Administrative Services Manager II 94A Not Represented	Departmental Human Resources Manager I S09 Not Represented
Alternate Public Defender	1	Personnel Officer II 99A Not Represented	Departmental Human Resources Manager I S09 Not Represented
Animal Care & Control	1	Personnel Officer II 99A Not Represented	Departmental Human Resources Manager I S09 Not Represented
Auditor-Controller	1	Personnel Officer II 99A Not Represented	Departmental Human Resources Manager II S11 Not Represented
Beaches & Harbors	1	Administrative Services Manager II 94A Not Represented	Departmental Human Resources Manager I S09 Not Represented
Board of Supervisors	1	Deputy Executive Officer (UC) R12 Not Represented	Administrative Deputy II S13 Not Represented
Child Support Services	1	Personnel Officer III R10 Not Represented	Departmental Human Resources Manager II S11 Not Represented
Children & Family Services	1	Deputy Director (UC) R14 Not Represented	Administrative Deputy III S15 Not Represented

<b>Department</b>	<b>No of Pos</b>	<b>Present Classification and Salary</b>	<b>Classification Findings and Salary</b>
Children & Family Services	1	Division Chief, CFS R12 Not Represented	Departmental Human Resources Manager III S13 Not Represented
Community & Senior Services	1	Personnel Officer II 99A Not Represented	Departmental Human Resources Manager II S11 Not Represented
Coroner	1	Administrative Services Manager III R10 Not Represented	Administrative Deputy I S11 Not Represented
Coroner	1	Administrative Services Manager II 94A Not Represented	Departmental Human Resources Manager I S09 Not Represented
Mental Health	1	Personnel Officer III R10 Not Represented	Departmental Human Resources Manager III S13 Not Represented
Parks & Recreation	1	Personnel Officer III R10 Not Represented	Departmental Human Resources Manager II S11 Not Represented
Public Defender	1	Personnel Officer III R10 Not Represented	Departmental Human Resources Manager II S11 Not Represented
Public Library	1	Administrative Services Manager III R10 Not Represented	Departmental Human Resources Manager II S11 Not Represented
Public Social Services	1	Division Chief, PSS R12 Not Represented	Departmental Human Resources Manager III S13 Not Represented
Regional Planning	1	Administrative Services Manager II 94A Not Represented	Departmental Human Resources Manager I S09 Not Represented

<b>Department</b>	<b>No of Pos</b>	<b>Present Classification and Salary</b>	<b>Classification Findings and Salary</b>
Registrar-Recorder-County Clerk	1	Personnel Officer III R10 Not Represented	Departmental Human Resources Manager II S11 Not Represented
Treasurer & Tax Collector	1	Assistant Operations Chief, TTC 101H Not Represented	Departmental Human Resources Manager II S11 Not Represented
Treasurer & Tax Collector	1	Operations Chief, TTC R10 Not Represented	Administrative Deputy II S13 Not Represented

## DRAFT

**SECTION XX.** Section 5.200APX.001-1 is hereby amended to read as follows:

**5.200APX.001-3 Appendix 1 -- Civil Service Rules\* -- Part 3 (Rules 13 -- 18).**

**17.04 Restoration after subsequent appointment.**

A. An employee with permanent status shall be restored to the last prior position held on a permanent basis (or at the discretion of the appointing power to a position to which a transfer or reassignment from such prior position would be authorized by these Rules) without loss of seniority in the event that:

1. Such employee's subsequent appointment to a permanent position, or the examination or eligible list from which such subsequent appointment was made, is held to be void or voidable by the court at any time;

2. Such employee is released during a probationary period, released from a position to which the employee had been appointed on a temporary basis, or reduced in rank from a subsequent higher permanent position at any time.

B. In either case, if the subsequent appointment was from a position in one department to a position in another department, then the restoration shall be to the nearest equivalent position in the new department (or at the discretion of the appointing power, to a position to which a transfer or reassignment from such equivalent position would be authorized by these Rules), unless both appointing powers concur in the employee's return to the old department.

C. If, however, the new department does not have a position equivalent in rank to the one which the employee formerly held in the old department to which the employee can be reduced, then an employee who fails to successfully complete a probationary period shall have the right to be placed on an appropriate department reemployment list for his/her former department. When a vacancy occurs in the same or related lower class of position, the appointing power shall appoint the person highest on the list who is available before any other appointment may be made. The right to reemployment does not apply to an employee whose last performance rating in the old department was less than "competent," or for employees under the management appraisal and performance plan or performance-based pay plans rated "Needs Improvement Meeting Expectations", "Needs Improvement", "Failed to Meet Expectations", "Unsatisfactory Performance," or less than "fully meets expectations," as the case may be, provided it was on file with the former department prior to the date the employee's service began in the new department. By accepting the new position, the employee does not waive the right to appeal the performance evaluation from the old department.

**SECTION XX.** Section 5.200APX.001-4 is hereby amended to read as follows:

**5.200APX.001-4 Appendix 1 -- Civil Service Rules\* -- Part 4 (Rules 19 -- 26).**

**19.03 Order of layoff.**

In case there are two or more permanent employees in the class from which layoff or reduction is to be made:

...

D. Management appraisal and performance plan tier I participants holding positions in the classified service and tier II participants shall be laid off or reduced by department according to the participant's class and last performance rating in the following order: "~~Unsatisfactory Performance~~," "Failed to Meet Expectations," "Needs Improvement Meeting Expectations," "~~Merit Performance~~," "Met Expectations," "~~Exceptional Performance~~," "Exceeded Expectations," "Far Exceeded Expectations." In case of a tie affecting two or more persons in the same rating category, layoff or reduction shall be according to seniority in the range. In the case of a tie affecting two or more persons with the same seniority, the order of layoff or reduction shall be at the discretion of the appointing power.

#### **20.02 Ratings.**

A. Ratings of efficiency of performance shall be made for permanent employees at least once each year, and for probationers by the end of the probationary period. A revised rating may be submitted by the appointing power at any time.

B. Performance ratings, in whole or in part, singly or cumulatively, are not, in themselves, compelling or presumptive of any particular score, grade or ranking on any part of a competitive examination.

C. When an employee terminates employment, his/her most recent rating on file shall be the rating of record, and no additional rating need be made unless the performance has changed to unsatisfactory or "~~Unsatisfactory performance~~" "Failed to Meet Expectations" for management appraisal and performance plan participants. If a



new rating is to be given, the report must be made and mailed within 30 days of employee's date of termination.

D. No rating need be made for temporary employees.

**20.11 Management appraisal and performance plan Tier I and Tier II participants.**

For employees who are not in a bargaining unit certified by ERCOM and who are compensated under the management appraisal and performance plan, performance will be evaluated at the end of each performance period using a written performance plan approved by the appointing authority. For employees who are serving a probationary period subsequent to appointment to a position paid under the management appraisal and performance plan, an interim review of the participant's performance must be completed prior to completion of the probationary period. The performance rating plan shall be in a format approved by the director of personnel. Overall performance evaluation ratings shall be assigned according to the following categories:

A. Permanent Employees.

1. ~~"Exceptional Performance."~~ "Far Exceeded Expect Expectations."

Recognizes exceptional, unexpected, and highly successful outcome of performance, special assignments, or unusual opportunities. Significantly exceeds performance requirements on all job responsibilities, job skills, expectations, and goals. Performance and quality of work are at such a high level that the manager is performing substantially beyond the scope normally expected of his/her the present position. ~~This rating justifies the utmost confidence in handling the most sensitive and complex situations.~~ This rating

category is reserved for recognition of extraordinary performance and unlikely to be repeated two years in a row.

2. ~~"Merit Performance."~~ "Exceeded Expectations." Recognizes performance which meets or exceeds expectations of managers. Consistently meets or exceeds Performance exceeded most and met all other performance requirements for on all job responsibilities, job skills, behaviors, expectations, and goals as defined in the performance plan. Performance and quality of work at or well above expected performance.

3. "Met Expectations." Performance met goals, behaviors, and expectations as defined in the performance plan.

3 4. "Needs Improvement Meeting Expectations." Although some goals and expectations may have been met, some improvement is required to meet performance requirements. Performance failed to meet some of the goals, behaviors, and expectations as defined in the performance plan. Performance or quality of work is slightly below the satisfactory level and must be improved to the level of "Met Expectations." Improvement to the "Merit Performance" level should be sought and expected. When this rating is given, a remedial performance plan is required with a scheduled six-month review. Such evaluation shall bear an overall rating other than "Needs Improvement." Each appointing authority may or may not rate anyone in this category in any given year. This performance rating requires a remedial performance plan, and within six months, a review and rating of performance with an overall rating of other than "Needs Improvement Meeting Expectations."

~~4.5. "Unsatisfactory Performance."~~ "Failed to Meet Expectations."

~~Fails to meet performance requirements. Unsatisfactory performance is exhibited. Whether due to lack of effort, knowledge, skills, or due to unsatisfactory behavior, the employee requires close direction. The trend in performance is either downward or showing marginal yet unsatisfactory improvement. When this rating is given, it must be accompanied with discharge or reduction in those cases in which the employee is still in service~~ Performance failed to meet most of the goals, behaviors, and expectations as defined in the performance plan. When employee receives this rating, the employee must receive a notice of reduction or discharge if still in County service in accordance with the provisions of Rule 18.

B. Probationary Employees.

1. A probationary employee may be rated ~~"Exceptional Performance," "Merit Performance," or "Unsatisfactory Performance"~~ "Far Exceeded Expectations," "Exceeded Expectations," "Met Expectations, or "Failed to Meet Expectations" as defined above.

2. An overall rating of ~~"Merit Performance" or "Exceptional Performance"~~ "Far Exceeded Expectations," "Exceeded Expectations," or "Met Expectations" as defined above, carries with it the appointing authority's approval to make the appointment final and complete.

3. An overall rating of ~~"Unsatisfactory Performance"~~ "Failed to Meet Expectations" as defined above carries with it the appointing authority's decision not to

approve final and complete appointment followed by discharge or reduction in accordance with the provisions of Rule 18.

C. Performance Rating Transition.

~~1. Performance-Based Pay Plan. The last performance-based pay plan rating of former participants in the plan, shall be used for all purposes on or after January 1, 1997 and continue only until a new performance rating is given under the management appraisal and performance plan. Performance-based pay plan ratings shall be treated as if they are the same as management appraisal and performance plan ratings as follows:~~

"Far Exceeds Expectations"	= "Exceptional Performance"
"Exceeds Expectations"	= "Merit Performance"
"Fully Meets Expectations"	= "Merit Performance"
"Marginally Meets Expectations"	= "Needs Improvement"
"Does Not Meet Expectations"	= "Unsatisfactory Performance"

~~2.1. Performance Evaluation. The last performance evaluation rating under Civil Service Rule 20.04, shall be used for all purposes on or after January 1, 1997 and continue only until a new performance rating is given under the management appraisal and performance plan. Performance evaluation ratings under Civil Service Rule 20.04 shall be treated as if they are the same as management appraisal and performance plan ratings as follows:~~

a. Permanent employees.

"Outstanding"	= " <del>Exceptional Performance</del> " = " <u>Far Exceeded Expectations</u> "
"Very Good"	= " <del>Merit Performance</del> " = " <u>Exceeded Expectations</u> "
"Competent"	= " <del>Merit Performance</del> " = " <u>Met Expectations</u> "
"Improvement Needed"	= " <del>Needs Improvement</del> <u>Meeting Expectations</u> "
"Unsatisfactory"	= " <del>Unsatisfactory Performance</del> " = " <u>Failed to Meet Expectations</u> "

b. Probationary employees.

"Competent"	= _____ " <del>Merit Performance</del> " = " <u>Met Expectations</u> "
"Unsatisfactory"	= _____ " <del>Unsatisfactory Performance</del> " = " <u>Failed to Meet Expectations</u> "

...

**[END OF CIVIL SERVICE RULE REVISIONS]**